



An Roinn Dlí agus Cirt  
Department of Justice



Garda  
**Ombudsman**  
INQUIRY INDEPENDENCE IMPARTIALITY

## Department of Justice

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### Garda Síochána Ombudsman Commission

## Performance Delivery Agreement 2021

## **1. Background and Context**

### **1.1 Objectives of this Agreement**

This Agreement between the Department of Justice and the Garda Síochána Ombudsman Commission (GSOC) has been drawn up in accordance with the relevant provisions of the Code of Practice for the Governance of State Bodies. Its purpose is to set out, in the context of the resource inputs provided, the metrics and associated targets by which the performance of GSOC in 2021 will be measured. The ongoing supports that the Department will provide to GSOC in this regard, and the mechanisms for monitoring and appraising performance, form part of the overall governance arrangements between the two parties and as such are set out in the separate but complementary Oversight Agreement 2021-22.

### **1.2 Inputs**

#### *1.2.1 Financial Inputs*

GSOC's budget allocation for 2021 is €11,273,000.

#### *1.2.2 Staffing Resources*

The following table sets out GSOC's whole-time equivalent staffing levels as at 31<sup>st</sup> May 2021.

<b>Grade*</b>	<b>Current Number of Filled Posts</b>
Assistant Secretary	1
Director	1
Principal Officer	4
Assistant Principal Officer	21
Engineer Grade II	1
Higher Executive Officer	48
Executive Officer	30
Clerical Officer	20
<b>Total</b>	<b>126</b>

*\* Includes equivalent investigatory grades*

## **2. Performance Metrics and Targets**

The following are the principal metrics and targets that will be referenced in 2021 to assess GSOC's efficiency and productivity in using the resources allocated to it.

## 2.1 Quantitative metrics/targets

Output area/ initiative	Metric	2021 target	2020 outturn	Associated strategic objective <sup>1</sup>
Processing of complaints	Complaints responded to within 2 working days	100%	n/a	<i>Process complaints from members of the public against the Garda Síochána in an independent, fair and timely manner</i>
Processing of complaints	Calls to Complaint Line answered within 60 seconds	100%	93%*	<i>Process complaints from members of the public against the Garda Síochána in an independent, fair and timely manner</i>
Accessibility	Callers to Dublin Office met by a GSOC Officer within 10 minutes of arrival	100%	n/a**	<i>Inspire trust and confidence in the service we provide and in policing in general by providing a professional and competent complaints service to the public</i>

\*Based on call data for 5 months of 2020 (due to phone line closure for several months related to COVID-19 restrictions and software upgrade)

\*\*Data not available for 2020 due to public office closure related to COVID-19 restrictions.

## 2.2 Other metrics/targets

Output area/initiative	2021 metric and target	Associated strategic objective
Learning & Development	Finalise Learning & Development Strategy by Q2	<i>Invest in our people and make GSOC an employer of choice</i>
Quality Management	Establishment of Quality Management function by end Q2	<i>Provide a quality customer service experience and human rights compliant service to all of GSOC's customers</i>
Quality Customer Service	Update Customer Charter and Action Plan by end Q2  Conduct Customer Service Survey by end Q3	<i>Improve and develop relationships with our key stakeholders consistent with enhancing the level of service that GSOC can provide to its customers and promoting awareness of GSOC's role</i>
Transition to new arrangements under proposed Policing, Security & Community Safety Bill	Establishment of Transition Project Group by Q2  Preparation of Transition Plan by Q4	<i>Plan and effectively manage the process of establishing and transferring GSOC's functions to its successor body</i>

<sup>1</sup> GSOC Statement of Strategy 2021-23

## 2.3 Main Risks to Achievement of Targets

The main potential risks to achievement of the targets set out in this Agreement, and the corresponding mitigation measures planned or in place, are as follows:

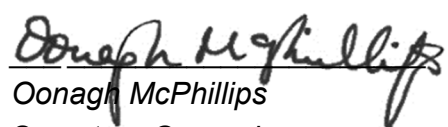
Risk Description	Mitigation
Failure to deliver statutory functions and other obligations due to inability to provide business continuity in face of the COVID-19 pandemic	<ul style="list-style-type: none"> <li>• Policy and response Plan for Business Continuity during COVID-19 in place and arrangements implemented</li> <li>• Staff on a blended working pattern involving attendance at the office based on a rota and remote working</li> <li>• Restricted attendance arrangements during level 5 lockdown</li> <li>• All staff equipped to ensure that full lines of communication remain open at all levels within the organisation</li> <li>• Documented Disaster Recovery Policy and Plan and implemented pre-planned Business Continuity measures in place for ICT and some other units</li> </ul>
Limitations in GSOC's ability to deliver the reforms proposed in the establishment of and transition to the new arrangements under proposed Policing, Security & Community Safety Bill due to uncertainty, timing and resource issues	<ul style="list-style-type: none"> <li>• Submissions to the Department on the draft Bill to ensure that legislative proposals are practical and reflect GSOC's experience in handling complaints and allegations of police misconduct</li> <li>• Planning for transition to a different organisation with new statutory requirements</li> <li>• Preparation of a business case to set out resourcing requirements for the transition and the new organisation</li> </ul>
Impact on GSOC's public profile of high profile case(s)	<ul style="list-style-type: none"> <li>• Response to media queries</li> <li>• Keeping victims and families informed</li> </ul>
Impact on GSOC's ability to deliver effective service to the public in accordance with its statutory functions due to issues relating to resources or to systems and processes	<ul style="list-style-type: none"> <li>• Financial management procedures to ensure budgets are closely monitored and expenditure needs are managed in terms of procurement and timing to ensure best VFM is obtained</li> <li>• Submission to Department on additional funding needs</li> <li>• Over the lifetime of GSOC's Strategy Statement (2021-23), review and improve efficiency of complaints process by seeking to identify and use technological solutions to streamline complaint and administrative processes</li> <li>• Over the lifetime of the Strategy Statement, implement performance quality and management systems to monitor and address any shortcomings in the effectiveness of business management systems</li> </ul>
Failure to deliver statutory functions and other obligations due to loss of data and business continuity in face of cyber threat	<ul style="list-style-type: none"> <li>• Maintenance of up to date internal and external firewalls configured with appropriate security rules</li> <li>• Software to counter ransomware attacks</li> <li>• Secure email Gateway scans of incoming and outgoing email and anti-virus software</li> <li>• Regular staff briefings/communication regarding threats of phishing and other information security measures</li> <li>• Review of ICT Security planned for Q3 2021</li> </ul>


## **2.4 Amendment of Targets**

In exceptional circumstances it may become necessary to amend the agreed targets over the course of this Agreement. Where either party believes this may be necessary, they shall consult with the other party with a view to agreeing any appropriate changes as soon as practicable.

## **3. Duration and Signatories to the Agreement**

Oonagh McPhillips, Secretary General, Department of Justice, and Ms. Justice Mary Ellen Ring, Chairperson, GSOC, affirm that this Agreement shall be in effect from the date hereunder until 31<sup>st</sup> December 2021.

  
Oonagh McPhillips  
Secretary General  
Department of Justice

  
Ms. Justice Mary Ellen Ring  
Chairperson  
Garda Síochána Ombudsman Commission

**Date: 01/07/2021**